

APPENDIX I – CHARACTERISTICS OF A STRONG WORKFORCE TRAINING PLAN

Characteristics of a Strong Strategic Industry Partnership Workforce Training Plan

Over the long term, a strong Strategic Industry Partnership Workforce Training Plan will include skills training for multiple occupations at multiple skills levels within a target industry, as well as a variety of education and training partners. However, in this first year of EARN Maryland implementation funding, plans should also focus on short-term training opportunities and early successes.

Other characteristics include:

1. Career advancement strategies for incumbent workers (e.g., specialized supervisory training for mid-level managers, or a course that gives existing entry level workers requisite training to move up the career ladder and increase their responsibility and earnings). Training incumbent workers can lead to internal promotions and new job openings that can be back-filled by new job-seekers.
2. Training in essential workplace skills identified by the target industry (e.g., team-building strategies for a multi-generational workforce, customer service training, conflict resolution skills).
3. Job readiness training that assists and supports low or no skilled jobseekers in overcoming individual barriers to employment, and helps them develop the skills necessary to maintain employment and qualify for skills training opportunities. It can include occupational skills development, GED preparation, literacy development, financial stability services including financial coaching, credit counseling, transportation and child care. Job readiness training must be directly connected to the skills needs of a regional target industry, and the participants must be on a path to employment in that industry.
4. Job Readiness Examples
 - a. The Strategic Industry Partnership might discuss what is really expected from an “entry” level worker in a given position, and what additional supports might be needed in a given industry to move individuals with little or no skills into these slots.
 - b. The Strategic Industry Partnership thinks strategically about their needs, targets a universe of “hard to serve” job seekers (e.g., ex-offenders, recent GED graduates, long-term unemployed) and develops the interventions necessary to prepare these prospective employees for success. The plan includes methods for monitoring the return on investment in these individuals and encourages other industry partners to hire from this pool.
5. Recruitment
 - a. Multiple recruiting strategies for seeking out potential participants, and even multiple partners with ties to a variety of participant pipelines. For example, a plan might recruit deep into underserved communities because of a solid collaboration with a community-based organization or an adult learning program or the local department of social services. A strong plan may have partners from the region’s career and technical education programs or may include recruiting pipelines to up-skill or re-train the long-term unemployed or veterans.